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~~EX-1~~

MEMORANDUM FOR: Assistant Director for Collection  
and Dissemination  
THROUGH: Executive

18 October 1949

FROM: Management Officer

SUBJECT: Management Survey of Industrial Register, OCD

1. Substantial improvements have been effected in the Industrial Register during the five months which have elapsed since the last Management Survey. For example:

a. A master index tab card has been prepared for each extract, thus eliminating a sizeable indexing backlog. However, it should be noted that no product cards have been prepared. ✓

b. Substantial progress has been made in eliminating a typing backlog on the ICF cards. It is anticipated that this backlog will be completely eliminated within the next three to four months. ✓

c. Many of the procedures of the Register have been drastically simplified. ✓

2. The survey disclosed problems which seriously impair the efficiency and effectiveness of the Industrial Register:

a. The dissemination of the Industrial Card File places a heavy workload on the Industrial Register, which in many respects is duplicate and unnecessary activity. Despite the fact that only two recipients, namely, Army and Air, have requested continuation of this activity, X

b. The materials contained in the Industrial Register are not evaluated and are not in such form as to permit ready utilization by requesters. ?

c. When information is requested from the Industrial Register, lengthy time-consuming summaries are prepared and in some instances are disseminated to all parts of CIA and IAC as information reports. These summaries include reconciliations and evaluations of information presented, although Register functions are clearly limited to presentation of fact. X

d. The geographic organization of the analytical division of the Register and the lack of industrial knowledge by Register analysts are conducive to inaccuracies in the data contained in the Register. ?

NO CHANGE in Class. -1-  DECLASSIFIEDClass. CHANGED to TS S (C)

DDA Macro, 4 Apr 77

Auth: DDA RIC, 27/1978

Date: 21 MAR 1978 By: [Redacted]~~SECRET~~

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e. The morale of the analytical personnel in the Register leaves much to be desired. This problem appears to result from:

(1) The tedious character of the type, clip, and paste job inherent in IR operations.

(2) Frustrations resulting from prohibitions on evaluating ~~±~~ and from lack of industrial knowledge.

(3) Constant pushing to obtain greater production.

(4) Strict supervision which in some instances restricts the analyst from consultation with production office specialists.

f. To correct the errors contained in IR data and to provide a body of evaluated information, Industrial Register has negotiated with Eastern Europe Branch, ORE, for EE specialists to review the IR file,  to summarize the information onto a summary sheet, and to prepare a critical evaluation of the potential of each

It is proposed that this activity will be in addition to present IR operations. If implemented, this plan will result in two files of the same information, with a time lag existing between the IR data and the ORE evaluated data. While it is intended to code and punch the evaluated file, no provision has been made for including this workload into the Index Division. While the proposed evaluation will reflect EE interests, no provision is made to serve the other ORE and OSI users of the Industrial Register.

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g. The Industrial Register has formulated and disseminated to the CIA and MAC operations offices and  a comprehensive transportation requirement which purports CIA requisites for transportation information. Incomplete coordination of this requirement with ORE and OSI discredits the validity of this requirement. In addition, the Industrial Register from time to time initiates and serves on Liaison Branch requirement directives for industrial information.

h. Need exists for a machine index to products. Thus far, no action has been taken to code and to punch the product information contained in the Industrial Register. Despite the fact that IR has not been able to commence product coding, plans still exist to

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i. An organizational and operational hiatus exists between the operation by which pertinent information is identified and extracted (performed in the Analysis Division) and the operation by which the pertinent items of information in the extract are identified and coded for the machine index (performed in the Index Division.)

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The coder who is of substantially lower grade determines without guidance from the analyst and without access to the document from which the extract is taken, the industrial categories under which the information will be machine indexed and subsequently identified. Also the coder is in a position to review and change the decisions of the analyst.

j. The organization of the files is cumbersome and expensive to operate. Because of losses of information, a time-consuming charge-out system was recently installed. No means exist for rapid reproduction of file information for request satisfaction. Multilith mats designed for speedy reproduction of the multiple cards being disseminated under the ICF program are also being used for recording data not being disseminated initially. This inclusive use of multilith mats is costly since the mats cost approximately 3¢ each, many of the mats will never be run; it is not economical to run a mat for a few copies, cleaning up the mat for further use is costly, and the coding operation is slowed down since codes must be placed on a transcript sheet rather than on the mat, to keep the mat surface clean.

3. If the proposal of Management Staff for the reallocation of abstracting and coding responsibilities presented to the Assistant Director for Collection and Dissemination on 16 September is adopted for handling industrial data, the bulk of the problems set forth in paragraph 2 above will be resolved.

4. In the event the abstracting and coding proposal is not adopted the following survey recommendations together with plan of implementation are presented:

a. Immediate steps be taken to phase-out dissemination of ICF cards.

(Phase-out plan is embodied in memorandum to Coordination Staff attached as Tab A)

b. Industrial Register discontinue formulation of requirements for industrial information, with all such requirements being initiated by the production offices of the Agency.

(Adjustment of this problem is to some extent contingent on discussions now underway which will reconstitute the requirement activity in the Agency.)

c. Limit the scope of request satisfaction by Industrial Register to facsimile reproduction of file information for requester only.

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